Enhanced Continuity of Learning Plan 4.0: *Reimagining Schools*



School Board Presentation August 7, 2020



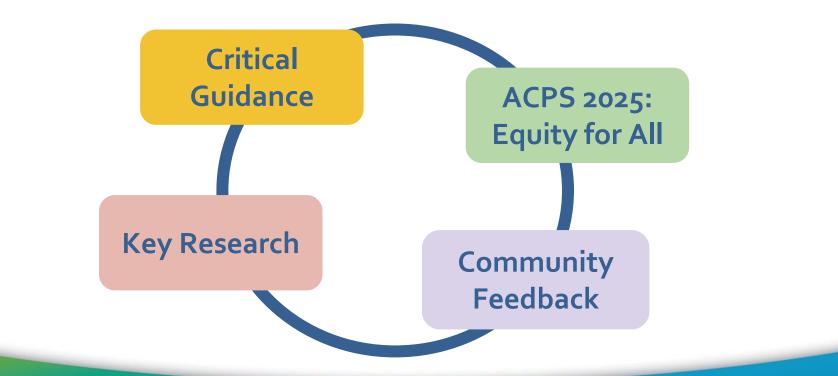
EVERY STUDENT SUCCEEDS

Our Essential Questions

- 1. How did the *Cross-Functional Planning Teams* plan and conduct our feasibility analysis process?
- 2. What were the ACPS constraints, internal/external inputs , and alignment with our ACPS 2025 Strategic Plan: Equity for All that guided our feasibility assessment?
- 3. How will ACPS provide supports for students, staff, and families as we enter a new school year through our recommended *Virtual PLUS*+ model?
- 4. What process will ACPS follow to reassess in-person instruction decisions throughout the year?



Getting Started





Our Cross-Functional Planning Teams

Social, Emotional, and Academic Learning (SEAL) Dr. Julie Crawford and Dr. Gerald R. Mann, Jr.	Human Resources, Capital Programs/ Facilities, and Technology Dr. Stephen Wilkins and Sandra Hardeman	Health and Safety Dr. Alicia Hart, PMP, and Dr. Marcia Jackson	Financial Management Dominic Turner and Robert Easley	School and Community Relations Julia Burgos and Kurt Huffman
 Curriculum and Instruction - Dr. Gerald R. Mann, Jr. (co-chair) Accountability - Clinton Page Professional Learning - Cory Kapelski Student Support Services - Dr. Julie Crawford Technology - Dr. Elizabeth Hoover 	 Capital Improvement Program (CIP) - Erika Gulick Facilities - John Finnigan Human Resources - Sandra Hardeman (co- chair) Technology - John Crites 	 Personal Protective Equipment - Mark Carlson School Nutrition - Cynthia Hormel Security - John Contreras Student Health - Dr. Elaine Gerard Transportation - Kifaya Hamad 	 Budget - Robert Easley (co-chair) Payroll - Michael Covington Procurement - Dayanna McMullen 	 Communications - Helen Lloyd Family and Community Engagement (FACE) - Krishna Leyva Family Outreach - Taneika Tukan Partnerships - Kurt Huffman (co-chair)

Full CFPT Team Roster



Our Guiding Principles

Increase Equitable Access to Improve Learning Outcomes for All Students

Ensure the Voices of Parents, Families, Students Study Lessons Learned and Data for Preparation and Execution

Value Community Coordination and Collaboration

Build Trust and Allow Creative Ideas for Reopening Embrace Flexibility While Facing Unprecedented Challenges

Ensure Clear, Consistent, and Frequent Communication

Ensure Students Have Access to Technology and Connectivity



Our Outputs

Address Essential Questions from VDOE Determine Instructional Models and Design Action Plans





Create Materials for Staff, Students, and Community

Submit our Comprehensive Reopening Plan



Our Approach

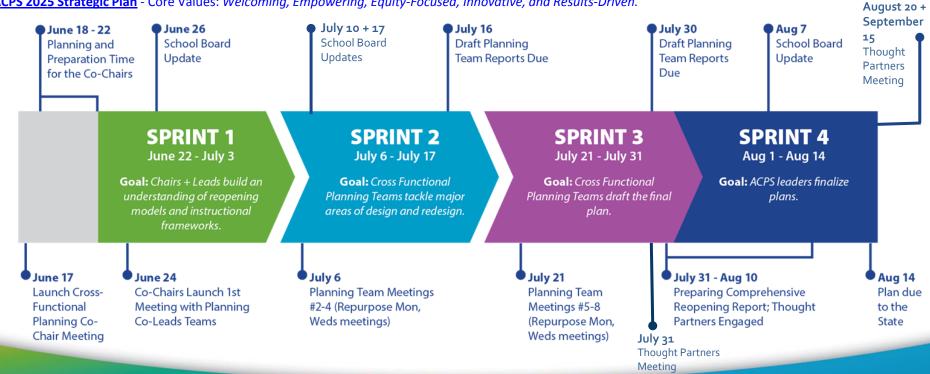


CFPT Workbook Template



Our Milestones and Timeline

ACPS 2025 Strategic Plan - Core Values: Welcoming, Empowering, Equity-Focused, Innovative, and Results-Driven.





Where We Are Now

Our numbers speak for themselves

We Prioritized and Created Guidance for



Core Areas across 5 different Cross Functional Planning Teams

Planning Sessions

We've come together as a Cross Functional Planning Team for



Hours of collaboration across teams, including M/W Design sessions, alignment meetings, and scheduling guidance conversations

And involved



Division leaders in the Reopening planning meeting process

And of course...

Reopening playbook with synthesized division-level guidance, school action steps and aligned resources for school leaders

3+

1

Sample virtual schedules for our elementary, middle, and high school learners

this without our community!

22,000 +

12,000 +

Views of FAQs and Community Chats

Survey Responses from our staff and families



Since We Last Saw You

July 20-24

Testing Schedules: *Principals*, with guidance from our *Scheduling Crew*, created test schedules to discover challenges and needs for each model.

Drafting our Playbook: *Cross-Functional Planning Teams* built out guidance for the division and school-level to support leaders in the reopening.

Reopening Community Chats: *School and Community Relations (SCR)* organized a series of chats to gather questions and build solutions.

Frequently Asked Questions: SCR is has drafted responses to Frequently Asked Questions (FAQs) to address the main concerns and challenges that our families and staff shared.

July 27-31

Day in the Life Activity: *Cross-Functional Planning Teams* experienced a Day in the Life of various personas to understand how students, staff, and families experience both models.

Assessing Feasibility: Examining each model for reopening using following criteria: constraints, inputs, and alignment.

Finalizing our Playbook: *CFPTs* finalized guidance for leaders at division and school-level.

Board Brief: We shared which reopening option is feasible on Friday, July 31, 2020, with the School Board and Community via a School Board Brief.

August 3-7

Continued CFPT Collaboration: *Cross-Functional Planning Teams* collaborated to discern greater details about Virtual PLUS+ Offerings, along with the following:

- How will Virtual PLUS+ be similar or different to Spring 2020?
- Who will **provide supports**?
- Who / how many will receive supports?
- How we will determine who get supports?
- How we will engage community partners?
- How supports will be **delivered**?
- What aspects of Virtual PLUS+ could occur inperson?



Our Community Insights and Input

12,000+

Responses from Survey

- Historic participation from all sectors of our community
- Targeted outreach to ensure all voices heard
- Current survey open to gage needs from community and refine "PLUS+" components

2,600 Live Participants

22,000+

Viewed Chat Recordings

10 Reopening Community Chats

- 7 with families and staff
- 3 with students across all grade levels

100s

Questions Answered

- Participants sent questions in advance and live during chats
- FAQs now available on website in response to questions received



Voices from Our Community

Ms. Mahlet Tefera

- Representing our Amharic-Speaking Community
- Two Children at Patrick Henry K-8 School

Ms. Ruth Larico

- Representing our Spanish-Speaking Community
- Three Children at John Adams Elementary School and One Child at Jefferson Houston PreK-8 IB School



Experiencing a Day In the Life

A Day in the Life of the Chambers Family





A Day in the Life of a 6th Grader

Hybrid Model	100% Virtual Model		
 I put on my reusable mask from ACPS when I head out the door. I make sure to wash my hands. My parent / guardian screens me before I leave the house I only bring essentials to school like my lunch and my daily folder. If I'm riding the bus, I follow the rules for boarding/riding the school bus. If I am a walket, I wear a mask and keep social distance from others on the sidewalk. 	 I wake up and eat breakfast. I make sure my laptop is charged and ready to go. I try to find a gulet space to complete my work in. I log on to Canvas/the division-wide plainform for my grade and navigate to find my assignments for the day. I check to see if there are any announcements or emails from my teachers. 		
Jeing the list above, jot down what the start of the school day would look like for your persona. I help my little sister get her mask on and remind her about social distancing before I put on my mask. Then I walk my little sis to the bus stop. Then I walk have to my stop, which is close. I sit in my satigned seat on the bus. I have to tell my fixed to get out of my seat? The bus driver is passing and lister to music in my earbods. The bus driver is passing masks to the	Using the list above, jot down what the start of the school day would look like for your persona. • I remember how to login because my login info is the same. • I have to help my little sister get set up and ready for her day. • Our wifh is slow because we're all on it now.		



Feasibility Factors

Constraints	Inputs	Alignment		
Model is Possible Within Current Constraints and Available Resources	Model Supports ACPS Community, Staff Needs, and Preferences	Model is Aligned to ACPS 2025: <i>Equity for All</i>		
 Informed by Capacity People Equipment Time Funding Health Status 	 Informed by Thought Partners Initial Survey Results Community Chats Emails + FAQs 	 Informed by Mission + Vision How does this plan reflect the Core Values (heart and soul) 		

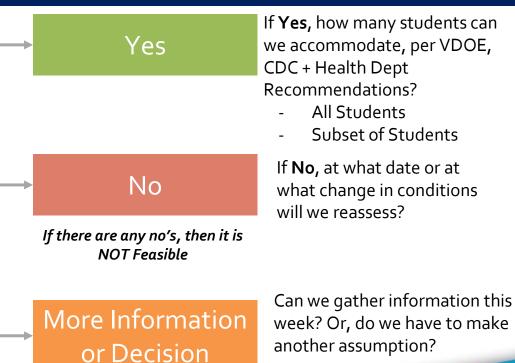


Decision Making Approach

 Is it feasible to open our schools for in-person learning starting on September 8, 2020?
 No

 Based on our understanding and assessment of
 If there are any no's, the NOT Feasible

ACPS constraints, community input + vision



AICIPISA Alexandria City Public Schools

SEAL Considerations

Key Data Points

The capacity of eight schools would not allow a 50% hybrid schedule. Example: Only 60% of students at George Washington MS would be able to participate in the A/B hybrid schedule.

Pulse Survey results showed the need for increased engagement and connectedness.

Example: On the first day of summer school, 100 middle school students attended an optional counseling lesson.

Constraints

- Physical Capacity
- Student Schedules
- Staff Availability + Exclusionary Criteria
- Building Admin Requirements

- Teacher Reported Data on Student Engagement, Connectedness with Families
- Family Survey Data for Student Population Subgroups
- Safety Requirements from Family + Staff Survey



HR/CIP/Tech Considerations

Key Data Points

Projected staff work attendance is higher in a remote-work model.

Social distance capacity ranges from 38%-62% of occupancy projection at each school.

Tech Services must procure approximately 7000 devices prior to August 31, 2020, in time to issue for student distribution.

Constraints

- Technology: Access to Facilities, Procurement, and Funding for New Technology
- Facilities: Physical Capacity, Signage, HVAC, Furniture
- HR: Staff Availability and Attendance

- Safety Requirements From Staff Survey
- Staff Needs More Time to Plan a Hybrid Model
 - o Transportation
 - Classroom configuration + assignments
 - Labeling and signage for classrooms, hallways restrooms, etc.
 - Running a beta-test school week to practice school operations



Health + Safety Considerations

Key Data Points

Alexandria Health Department (AHD) Reports Continued Increase in COVID-19 Cases from 6/1/2020 through 8/1/2020

As of 8/1/2020: 2,820 cases resulting in 59 fatalities with 268 Alexandria residents being hospitalized

Updated Transportation Model

(https://docs.google.com/spreadsheets/d/ <u>1NT4m-</u> <u>fPVX3m7pe8ncDixWgOJiKbYy4jF/edit#gi</u> <u>d=710930426</u>)

Constraints

- Transportation: Staff Absenteeism/Vacancies, Routing Impacts, Contract Implications, and Funding Necessary
- PPE Procurement: Lead Time and Availability for Start of School
 - Limited PPE in stock now, but not the quantity needed for reopening
 - Competition for supplies due to multiple entities ordering at same time
- Screening Process: Logistics and Varying Recommendation

- Staff + Family Surveys Indicate Health + Safety Primary Concern
- CDC Guidelines + AHD Guidelines (e.g. decreased levels of community transmission rates + mitigation strategies)
- Screening checklist (in-person and/or self screening)
- Cleaning protocol for facilities
- Plan for effectively addressing positive cases



Financial Management

Key Data Points

Combined Funds Budget \$319.8M CARES Act \$3.7M

We are Applying for Additional Competitive Grants

Elementary and Secondary School Emergency Relief (ESSER) Fund-Set Asides, Governor's Emergency Education Relief (GEER) Fund-Set Asides

Constraints

- Budget: High Number of Unknowns, Potential for High Variability, Low Understanding of Specific Purchases / Expenditures
 - Examples include Personal Protective Equipment (PPE), Facility Modifications/Improvement, Additional and supplemental cleaning and disinfecting services, Supplemental/Premium Pay (Overtime, "Hazard"), Additional Staffing requirements, Transportation needs

- FY 2021 Adopted Budget
- CARES Act Funding Less Equitable Services for Private Schools
- Revenue Receipts
- Comparable Division Expenditures



Our Feasible Model

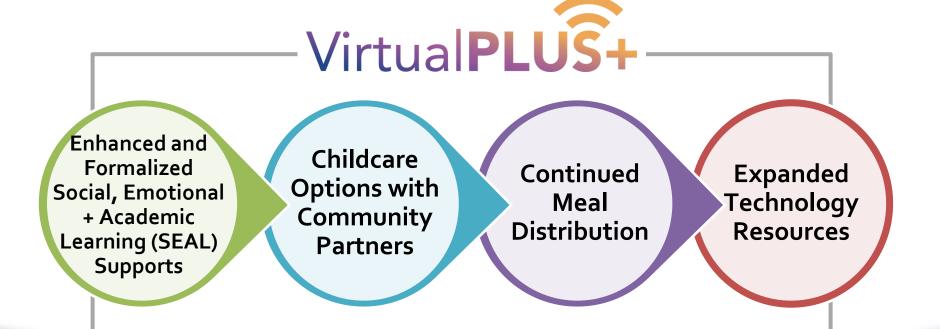
Based on our understanding and assessment of ACPS constraints, community input + vision across each Cross-Functional Planning Team, we recognize that it is **not feasible to open for in-person learning starting on September 8, 2020.**

VirtualPLUS+





Our Feasible Model (cont'd)





Living Out Our Strategic Plan

EQUITY FOR ALL

IT'S BOLD. IT'S COURAGEOUS.

IT'S ABOUT EQUITY AND EMPOWERMENT AND

INSPIRING STUDENTS TO THRIVE

VISION

Empowering all students to thrive in a diverse and ever-changing world

MISSION

ACPS inspires all students and addresses barriers to learning to ensure success

CORE VALUES

Welcoming :: Empowering :: Equity-Focused Innovative :: Results Driven





Enhanced and Formalized Social Emotional + Academic Learning (SEAL)

Deep Dive: Enhanced and Formalized Social, Emotional, and Academic Learning (SEAL) Supports

Why Enhanced SEAL Supports?

Given the COVID-19 school closures and racial equity conversations, students will need targeted supports in the areas of academics and social-emotional learning throughout the 2020-21 school year.

Key Components of Support and Potential Designs

- Attendance will be taken daily.
- Students will be graded on completed work.
- We will provide Scheduling Guardrails across schools.
- All students will receive SEAL lessons and opportunities to build relationships.
- Screening of students for academics and social emotional needs.

Timeline and Next Steps

- August
 - o Tier 1 SEAL
 - o Schedules
- September
 - o Screeners
 - Create SEAL Supports for Students Based Upon Identified Needs

PLUS+ Leads Darrell Sampson; Principal Ginja Canton; Principal Jasibi Crews



- Started by developing **pilot schedules** for virtual and hybrid with four schools.
- To further explore virtual schedules, all schools participated in schedule development. Whole group, breakout groups, and virtual office hours were offered to support Principals to develop schedules for their students and staff.



• Worked in larger groups to review and refine scheduling templates.





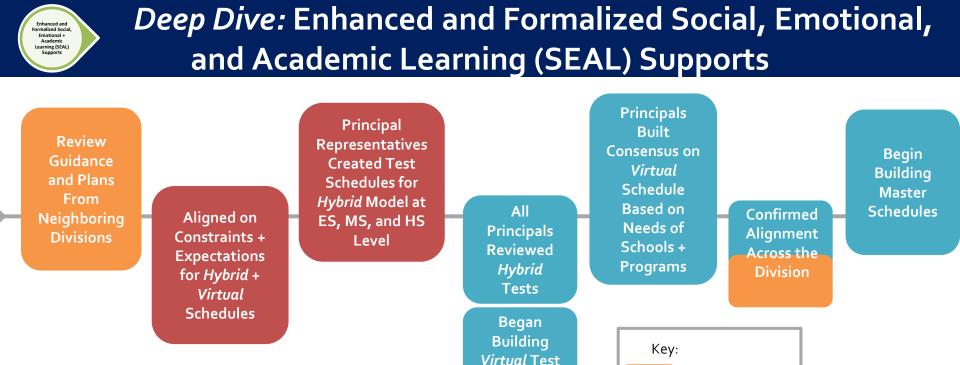
Division Guidance

- Explicit Time for SEAL (Consistent, Regular→ Min. of 30 Minutes at Grades 3-12, Min. 20 Minutes at Grades PK-2)
- Same # of Blocks Across Levels (ex: All ES)
- Secondary: Explore the Use of 4x4 and Block Models
- **30-45 Minutes Minimum Synchronous Instruction per Subject (Based on 3.0 Scheduling)
- Assumptions:
 - o Staff will Return to Their Full Contract Hours

School Leader Flexibilities

- Additional Intervention Times
- Office Hours for Students Families
- School-Specific Professional Development







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Schedules

 \rightarrow CFPT

 \rightarrow Principals

 \rightarrow Scheduling Crew



What We Want to be True for Students	Professional Learning Supports for Staff		
 Dedicated SEAL Time Student Engagement and Participation Variety of Instructional Models + Assessments Opportunities for Differentiated Learning Experiences Commitment to Exemplary Programs (e.g. STEM, CETA, DL, AP) 	 Embedded Planning Time Expanding Tools of all Staff to Meet Model Delivery Training on a Variety of Virtual Platforms and Instructional Models Teaching Resources Suited to Virtual Models Family Engagement 		



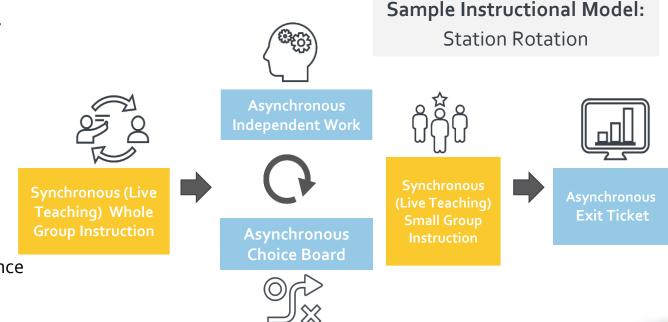


Spring vs Fall Virtual PLUS+

- Increased Engagement + Expectations
- Pacing + Introduction of New Content
- Formal + Informal Assessments

Fall Virtual PLUS+

 Aligned to Traditional In-Person Learning Experience







Elementary	Middle	High
School	School	School
8:oo a.m	8:30 a.m	8:30 a.m
2:30 p.m.	2:30 p.m.	3:10 p.m.





Formative Assessments

- Staff will utilize the ACPS Teaching and Learning Framework and the MTSS assessment matrix.
- Prek-1 division staff will work in collaboration with teachers to **develop formative assessments**.
- Students will take a variety of assessments to **check for understanding** such as exit tickets, performance based assessments, portfolios, video submissions, and common unit assessments.

MAP Screener

- **MAP Screener** data will inform families, staff, and students to areas of academic strength and areas of focus to inform instruction and necessary supports.
- We plan to administer **MAP Screener virtually** for all students, grades 2-12 in math and reading. This is a brief (20 question) screener that is feasible to be administered virtually.
- We will prioritize student social and emotional wellness in the initial return to school in September; MAP Screener will be administered in early October.
- Full MAP Assessment will be administered to students grades 2-12 once ACPS returns to inperson learning.



Deep Dive: Child Care

(In-Person Community Student Support)

Why In-Person Support with Community Partners?

To provide students in need of a safe site for academic/social/emotional during, before, and after the school day.

Key Components of Support and Potential Designs

- **Design** set of supports that ACPS can offer to sites, including technology access, potential support liaisons, supplies, ACPS Virtual PLUS+ curricular support, academic supplies, social-emotional supports, collaboration with site staff, training of site staff, meals and food distribution, etc.
- **Dissemination** of site information to all stakeholders. This includes outreach to families regarding the details, eligibility, capacity, etc. of each site.

Timeline and Next Steps

• **Reflect** on family survey regarding in-person childcare support in the fall (e.g. childcare during school hours, extended childcare hours, supervision of virtual learning).

PLUS+Leads

Jane Richardson

Kurt Huffman

- **Identify** partners that can potentially offer support to our most vulnerable students and families in need.
- **Confirm** the limited availability of ACPS facilities for potential inperson facility usage and criteria/requirements to stakeholders.
- Identify, through collaborative discussions, partner capacity, criteria, ages served, day schedule and all other information needed to then outreach to families and stakeholders.
- **Develop** processes for ACPS inter-department support to be offered to in-person partners.



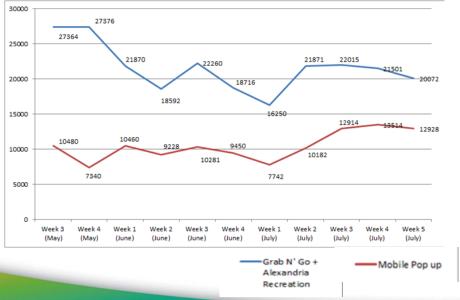
Deep Dive: Continued Meal Distribution

Why Continued Meal Distribution?

Continued Meal Distribution

> **PLUS+ Lead** Cynthia Hormel

To support students and families with nutritional meals while in a virtual model.



Key Components and Potential Design

- +350K meals distributed mid May end of July across Breakfast, Lunch, Snack, Weekends, Supper.
- Working to extend current delivery thru September 7, 2020.
- Update for SY 20-21: Shifting meal distribution from SFSP to NSLP, which will limit to active students in ACPS with proof of paying status.

Timeline and Next Steps

- **Communicate** through variety of social media platforms.
- Develop and distribute family meal cards.
- **Promote** FARM application, along with CEP schools.
- **Engage** Curriculum and Instruction and others to support enrichment components for snack and supper meals.
- **Continue to adjust** current model, and identify areas of need throughout the community.



Deep Dive: Expanded Technology Resources

VirtualPLUS+

Why Expanded Technology Resources?

To ensure all ACPS students and families can access their online classes, teachers and resources while learning at home.



Key Components of Support and Potential Designs

- Expand the distribution of devices to include PreK 2nd graders (Prek-1st Grade tablets and 2nd-12th Grade chromebooks).
- Provide Internet access to families that need it.
- Provide online and in-person technical support for families.
- Rebrand parent/guardian access to PowerSchool/Canvas as Virtual PLUS+ Access and expand resources available to families.
- Develop a "Family Helpdesk" course within Canvas where families can access technical support, tutorials, and accessibility features available in ACPS tools and devices.

Timeline and Next Steps

- **Distribute** devices to Pre-K-3rd grade students and any new ACPS students in grades 4-12 at multiple school sites.
- **Coordinate** with FACE and school liaisons to identify families in need of Internet access.
- **Coordinate** with Facilities to identify times and locations for in-person technical support.
- **Design and schedule** family webinars to provide details regarding Virtual PLUS+ Access, student devices, and access to digital learning tools.
- **Create** Family Helpdesk course to be accessible in Canvas for students and families.



Deep Dive: Expanded Technology Resources

VirtualPLUS+

Why Expanded Technology Resources?

To ensure all ACPS students and families can access their online classes, teachers and resources while learning at home.

PLUS+ Lead Dr. Hoover

Key Components of Support and Potential Designs

- Require teachers to use the ACPS Learning Management System, Canvas, as the primary platform for students and families to access their instruction, schedules, technical support and SEAL resources.
- Provide teachers with Canvas course templates for consistency across schools and grades, removing barriers associated with designing a course.
- Clever remains the single-sign on portal for students to access applications.
- Provide teachers synchronous and asynchronous professional development for ACPS digital tools.

Timeline and Next Steps

- **Finalize** division and school-wide expectations for teachers.
- Provide targeted Canvas training to elementary and secondary teachers to support them with finalizing their courses.
- **Re-evaluate and reorganize** applications in Clever to streamline access to resources.
- **Provide** staff additional information in the ACPS Insider during the week of August 10 regarding professional learning opportunities currently available and scheduled.



Budget and Finance Update

- FY 2021 Final Adopted Combined Funds Budget Operating, Grants and Special Projects, and School Nutrition Services
 - TOTAL CF \$319,775,862
- Coronavirus Aid, Relief, and Economic Security (CARES) Act funds
 - ACPS -\$3,289,851
 - Private \$385,089
- Elementary and Secondary School Emergency Relief (ESSER) Fund Set Asides
 - Competitively Awarded Grants
 - Special Education Services and Supports; School-Based Mental Health Services and Supports; Social-Emotional Universal Screener; Summer Academic Academy Success (SAAS); Instructional Delivery Supports (IDS); Cleaning/Sanitizing Supplies for Schools and School Buses; Facilities Upgrades/Protective Equipment
- Governor's Emergency Education Relief (GEER) Fund-Set Asides
 - GEER Funding Support for School Nutrition Operations; Virginia Initiative to Support Internet Outside of school Networks (VISION)
 - Competitively Awarded Grants



Funding Allocations (Approved CARES Act)

				12.					
		10.	11.	Coordination					
	8. At-risk	SanItization -	Sanitization -	for long term	13.	14. Mental			
Cost Category/ESSER Programmatic Objective	student groups	Training	Supplies	closure	Technology	health	16. Other	Grand Total	% Allocation
1000 - PERSONNEL SERVICES	380,320					10,000	90,000	480,320	13.1%
2000 - EMPLOYEE BENEFITS	52,304					760	41,400	94,464	2.6%
3000 - PURCHASED/ CONTRACTUAL SERVICES	307,700	50,000)	47,125	175,000	97,950	586,000	1,263,775	34.4%
5000 - OTHER CHARGES							97,412	97,412	2.7%
6000 - MATERIALS AND SUPPLIES	128,500		510,000	12,648	654,945	5,000		1,311,093	35.7%
8000 - CAPITAL OUTLAY									0.0%
ACP5 Budget (less Equitable Services Admin Fee)	868,824	50,000	510,000	59,773	829,945	113,710	814,812	3,247,064	88.4%
A CP5 Admin Fee- Equitable Services								42,788	1.2%
ACP5 Total Budget	868,824	50,000	510,000	59,773	829,945	113,710	814,812	3,289,852	89.5%
Equitable Services- 5 Participating Private Schools- Set-aside								385,089	10.5%
Total ESSER Budget	868,824	50,000	510,000	59,773	829,945	113,710	814,812	3,674,941	100.0%
% Allocation by Cost Category	23.6%	1.4%	13.9%	1.6%	22.6%	3.1%	22.2%	100.0%	



Virtual PLUS+ Supports Poll

- Poll open now for families, staff, and students, and will close after August 9, 2020.
- Need direct voice from stakeholders for what supports are needed in critical areas (childcare, technology, food/nutrition, social/emotional, instruction, and communication).
- Quantitative data will provide scale of respondents needs' overall and by groups.
 Qualitative data will provide exactly the type of support stakeholders are seeking.
- Will be used to **inform refinement of support planning and offerings** moving into September and beyond.



Continued Community + Staff Engagement





Our Core Values Guiding Us Forward











Welcoming

We take active steps to ensure all stakeholders feel welcomed in schools. We embrace everyone who comes through our doors and respect our differences because we believe our diversity is our greatest strength.

Empowering

We inspire each student and staff member to thrive to their best abilities.

Innovative

We take initiative to solve problems in the classroom and across the system.

Equity-Focused

We actively work to remove barriers to educational access.

Results Driven

We set ambitious goals to learn, grow and achieve at high levels.



Reassessing to Transition

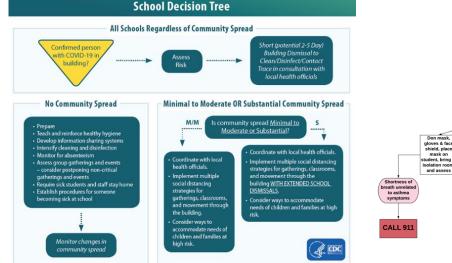
	Data Inputs	Responsibilities		
Health + Safety +	Public Health KPIs (e.g. "Curve" of Cases, Infection Rate)	Alexandria Health Department		
Transportation +	Facilities Maintenance PPE Supplies	Facilities		
School Nutrition	Transportation Student Ridership	School Nutrition		
	School Nutrition Services Meal Count	Transportation		
Availability of Staff,	Workforce Pulse Surveys (e.g. Likelihood of Return)	Human Resources		
Classroom Space and Technology Devices	Status of Vacancies to Start School on September 8, 2020	Capital Programs		
	Classroom Occupancy Rates at COVID-Social Distancing Requirement	Technology Services		
	Number of Devices Required and On-Hand for Every Student (e.g. 16, 000 Total Students)			
Students + Families	Interim First Quarter Student Data (Screener + Formative Assessments)	Curriculum and Instruction,		
	Survey (e.g. Preferred Model)	Student Support		
Budget	Virtual Model Expenditures	Finance		
	State Sales Tax Revenue			
	Alexandria City Appropriation Adjustments			

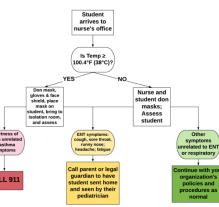
Hybrid Work Continues: Transition Team

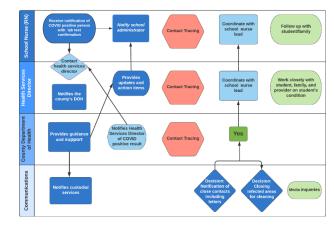
- When we will reassess? 9 Weeks + Families Notice
 - Continue to Monitor Current Health Situation with the City and Alexandria Health Department (AHD)
 - Implement the ACPS COVID-19 Handbook Developed by AHD
 - *Distribute* Staff Survey: Intent-to-Return-to-Work-in-November
- Division Wide + School Planning for Transition Starting NOW



Hybrid Work Continues: Health and Safety









Our Next Steps

- Final Version of Playbooks: Guiding Actions for our Staff + Schools
 - Ex. Student + Staff Schedules, Instructional Guides, Operations
- Final Plan to VDOE to meet the following guidelines
 - Operational Infrastructure to Support Learning
 - New Instruction for All Students
 - Identification of Instructional Gaps and Student Needs
 - Remote Learning Plan



"Individually, we are one drop. Together, we are an ocean." – Ryunosuke Satoro



Dr. Gregory C. Hutchings, Jr. Superintendent of Schools gregory.hutchings@acps.k12.va.us Dr. Terri H. Mozingo Chief of Teaching, Learning, and Leadership terri.mozingo@acps.k12.va.us



Superintendent Dr. Gregory C. Hutchings, Jr. School Board

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